



## Singapore Healthcare Management 2015

# Building a Culture of Genuine Care

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## INTRODUCTION

The Genuine Care programme was initiated by the Service Quality Department to promote a Culture of Genuine Care in Singapore General Hospital (SGH).

### Background

In 2012, SGH had the opportunity to work with Disney Institute in developing the SPREE Quality Priorities.

Two years on, SGH identified a need to achieve a higher level of internal collaboration to enhance patient experience.

## How we identified the gap



An online survey with 550 SGH staff.



Site visit to frontline areas to understand the communication on the ground.



In-depth interviews conducted with our Senior Leaders and group interviews with frontline staff, managers and nurses.

From the results, we found that there is a strong correlation between employee engagement and patient satisfaction. By promoting compassion among staff and providing support to healthcare workers, they will then be better able to provide care for patients and their families.

Through the collective learnings from Disney Institute's sharing, and feedback from our patients and colleagues, we developed our own set of SGH Care Behaviours to guide staff in their daily work:

1. Welcome
2. Care & Concern
3. Experience

## METHODOLOGY

### How we build on the opportunity



More than 800 staff attended an one-hour lunch-time talk conducted by Disney Institute to learn more about the key business insights of the Walt Disney Company and how staff can act on and apply these in SGH.



As change is mostly inspired and directed by leaders, 450 middle managers and supervisors were invited to a one-day workshop to reorient them to a new way of leading their teams. They learnt to be more effective in demonstrating genuine care for staff by modelling and reinforcing positive service behaviours.



To customise the workshop based on a hospital environment, the Service Quality Department produced a video on how Genuine Care affects patient experience.



An individual commitment exercise was conducted to ensure that each manager/supervisor identifies and is responsible for behavioural and culture change in his/her team.



A "Care Behaviours" bookmark was designed to reinforce the desired behaviours to support the SGH culture of Genuine Care. Staff can sign at the reverse of the bookmark to show their commitment to the "Care Behaviours" and take ownership for living the SGH Care Behaviours.

## RESULTS

A customised training package was developed and given to each workshop participant to help them educate their staff on the culture of Genuine Care, the SGH Care Behaviours and key insights from Disney. The 450 staff who attended the workshops, went on to further train more than 3,000 staff in a period of 3 months.



The Service Quality Department also spread the message of a Culture of Genuine Care through booth activities and Intranet contest.



An online survey was conducted with the workshop participants in November 2014 (about 2 months after the workshop). 98% of the respondents were able to fulfil the commitment they made. More than 70% of the respondents reported observing their staff exhibiting at least one of the Care Behaviours. There were also success stories that staff felt better cared for and were able to provide better care to patients.



## CONCLUSION

From the results, it is evident that our leaders are role models for staff. With leaders walking the talk and leading by example in living out the SGH Care Behaviours, staff were inspired and motivated to do likewise and remain committed in doing so.

By focusing on the right values and behaviours, staff are able to build a stronger emotional connection with the organisation. This in turn will translate to better patient care and experience, allowing us to truly put patients at the heart of all we do.

We tracked the Compliments-to-Complaints ratio before and after the training and observed an improvement.

MONTHS	AVERAGE COMPLIMENTS - COMPLAINTS RATIO	REMARKS
May – Jul 2014	12.5	Before Training
Aug – Oct 2014	13.5	Training period
Nov 2014 – Jan 2015	19.4	After training

